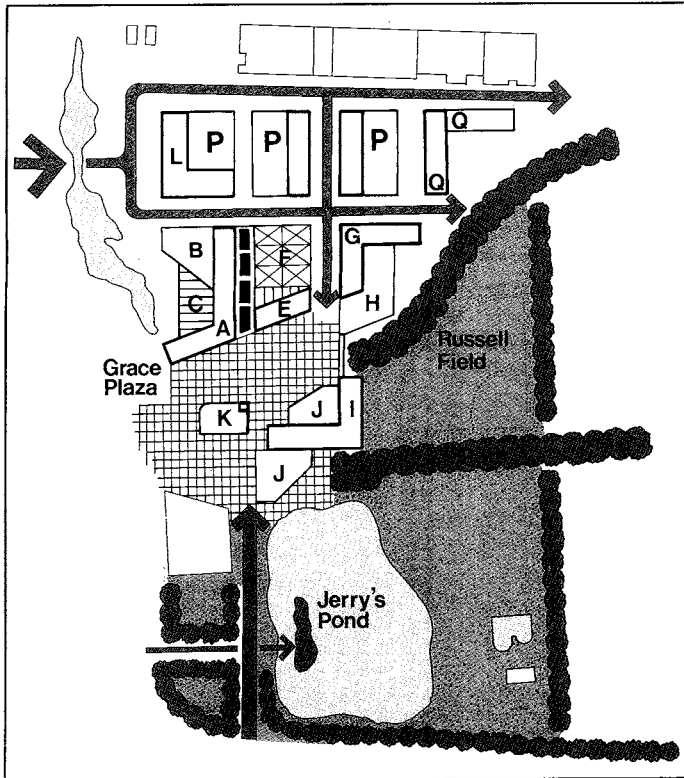
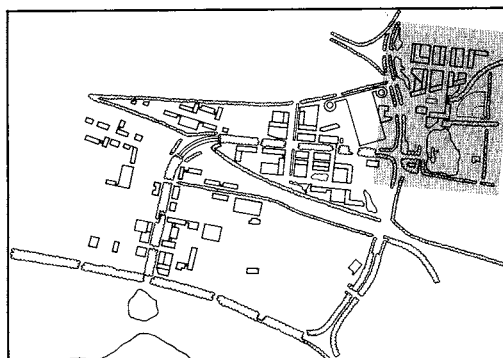


77. Rendering of Possible W.R. Grace Development



75. W. R. Grace District Diagram

- A. 8 Story hotel with related commercial activity on ground floor at Grace Plaza.
- B. 5 Story hotel and banquet facilities with swimming pool and recreation facilities on roof deck.
- C. 5 Story atrium space which serves as the main lobby of the hotel with restaurants and related commercial on the main floor.
- D. 5 Story shopping galleria with 2 levels of commercial with hotel and conference facilities above.
- E. 8 Story general office building with related service commercial activity on the ground floor at Grace Plaza.
- F. 5 Story conference facility associated with the hotel office complex. Ground floor retail along the galleria. 4 levels of parking.
- G. 8 Story office building or condominium housing with views oriented toward Russell Field.
- H. 4 Story office building or condominium housing with some conference or community activity facilities. 2 levels of parking.
- I. 5 Story condominium housing or general office space with views oriented toward Russell Field and Jerry's Pond. 1 level of parking.
- J. 3 Story commercial building with cafes and restaurants which extend their activities on to Grace Plaza during the summer months.
- K. 1 Story MBTA station entry with vertical clock tower and newsstand.
- L. 8 Story general office building with associated level parking garage.
- M. 8 Story general office building with associated 7 level parking garage.
- N. 8 Story general office building with associated 7 level parking garage. Top level of the garage is used for recreational activities.
- O. 8 Story general office building or condominium housing.
- Q. 5 Story general office or condominium housing.



76. Location Key: W. R. Grace District

District 4. W. R. Grace

Although this district has been examined in the North Cambridge Urban Design Study, it is included here because of its direct relationship to Alewife and the MBTA Transit station.

The W. R. Grace Development district comprises approximately 30 acres of private land ready for development and approximately 18 acres of existing parkland. Once a direct access to the district is provided from Route 2 and after the MBTA Transit Station is built, the area is expected to develop rapidly. The recent rezoning allows for a mixed use development of commercial, hotel, conference, housing, and office uses.

Since this development district acts as a transition zone between the North Cambridge neighborhood and Alewife, the highest, densest, and most active uses should be located around the east side entry to the transit station. New development should be scaled down in height and intensity of use, as it approaches nearby residential and open space districts.

Special development features in the W.R. Grace District include:

Grace Plaza. An urban plaza should be created around the east entry to the transit station. High intensity land uses such as commercial, hotel, and office activity should focus on the plaza to create an active area near the transit station.

The east entry building should create a visual focus in the plaza through the use of a vertical element such as a clock tower or spire. It might contain a newsstand or other associated vending activity. The plaza could also feature a large urban fountain, decorative paving patterns, and special landscaping, as well as street furniture, ornamental lighting, and pushcart vendors.

Jerry's Pond. Jerry's Pond is a man-made water-body which was once a clay pit for a brick industry. The pond should be improved to be an attractive landscape feature for new development. It could become a public amenity to complement the nearby Russell Field recreation area. The pond needs to be expanded to replace flood retention capacity displaced by new development. Through proper conservation management, Jerry's Pond could become an important community resource.

Cambridge Gateway. The main entry to the Grace Development District will be from the intersection at Route 2 and Alewife Brook Parkway. With the entry directly at the terminus of Route 2, the Grace District serves as another major entry to Cambridge. New development should take this opportunity to establish a positive image for the City by setting buildings back from the intersection to establish a vista into the Development District and by adding special landscaping to enhance the visual and environmental character of new development.

D. Growth Management

With its tremendous development potential, the Alewife area is a valuable city resource which will play a significant role in shaping the economic health of the city during the last part of this century. But Alewife also contains sensitive environmental areas vital to the city and to the region. The challenge for Cambridge is to find a way to guide change in this area which will capitalize on its economic potential while protecting and enhancing its environmental amenities.

With the goals of the Urban Design Plan in mind, current broad-based Alewife zoning was examined on an area by area basis, and revisions to support the Plan were developed. The suggested new Alewife zoning is more attuned to locational differences and natural features of the area. The new districts would change several important aspects of the existing land use controls.

For example, permitted densities and types of new land use would be more limited than today; and height limitations, which do not exist now, would be instituted. Open space areas would be placed in special categories to prevent development, and large scale development projects would be encouraged to add to the open space of the area. The new zoning would promote denser development in those areas farther away from existing residential neighborhoods. One final note: new Alewife Zoning is not intended to drive existing industrial businesses out of the area. Such industries would not only be allowed to continue operating indefinitely at Alewife, but, in fact, could even expand somewhat. Eventually, however, if these industries leave the area, the new zoning would insure that replacement land uses would add to the upgraded business center that is the aim of the Alewife Urban Design Plan.

✓ Suggested Alewife Rezoning

Proposed Alewife rezoning would establish nine zoning districts in the area as well as two overlay districts to provide additional controls in certain sensitive places.

1. Acorn Office Park

Three factors need to be considered in thinking about the future of the area. First, it serves as an entrance to Alewife and to the entire City of Cambridge and has great symbolic importance. Second, it is virtually surrounded by wetlands. Third, A.D. Little's renowned research complex is the area's principal occupant. Continuation and expansion of high quality research and development activity should logically be encouraged here; and further strip commercial development, similar to the smaller scale uses in the area, should be discouraged. A medium density office district is suggested.

District Designation: Office 2 (revised regulations); for complete information, see City of Cambridge Zoning Ordinance

Allowed Uses: general and technical offices, laboratories and other research facilities

Conditional Permitted Uses: residential up to 72 dwelling units per acre

Maximum Floor Area Ratio: 2.0

Height Limit: 85 feet

2. Alewife Reservation

This large marsh land and floodplain area plays a variety of critical environmental roles: wildlife habitat, floodplain storage area, nature laboratory, passive recreation area, and visual relief in the urban landscape. While the reservation is under the control of the MDC, local zoning should reflect the reality of the area rather than continuing its present industrial classification.

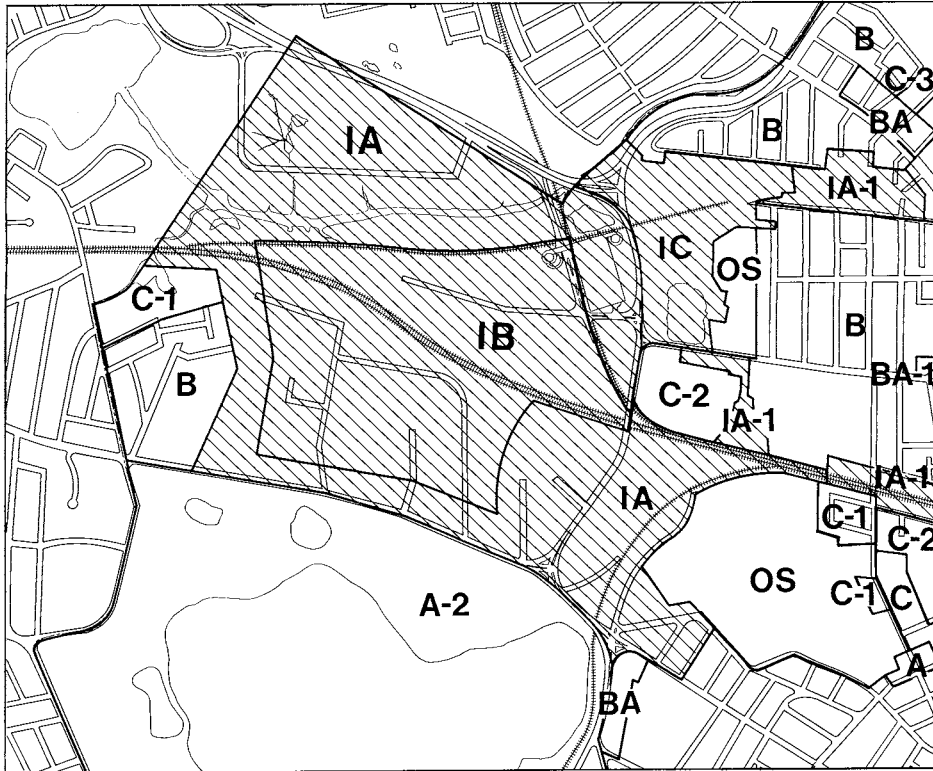
District Designation: Open Space — OS

Allowed Uses: conservation, park, or recreation-related

Conditionally permitted uses: statutorily exempt religious, educational, and governmental uses permitted only after notice to Planning Board and public hearing

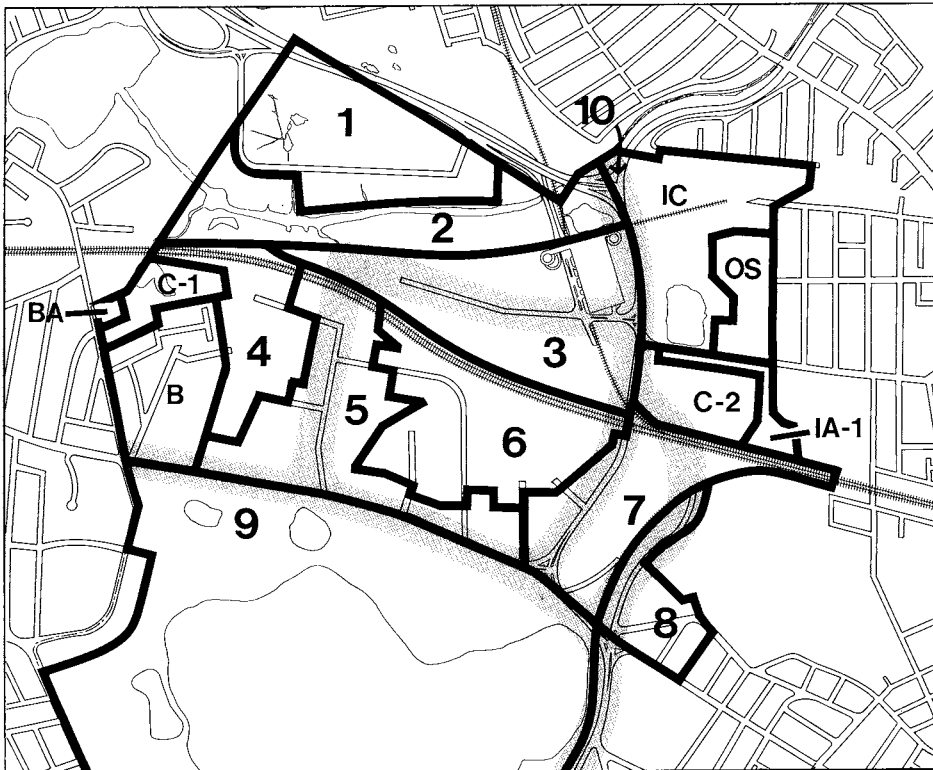
Maximum Floor Area Ratio: 0.25

Height Limit: 35 feet



78. Existing Zoning

- IA. light industry
- IB. heavy industry
- IC. office, research, manufacturing with overlay district
- IA-1. light industry with restrictions
- BA. business
- BA-1. business with restrictions
- A-1. single-family residence
- B. two-family residence
- C-1. multifamily residence
- C-2. " "
- C-3. " "
- O.S. open space



79. Proposed Alewife Zoning

- 1. Office 2
- 2. Open Space
- 3. Office 2 with Special District Overlay Zone
- 4. Industry A
- 5. Office 2
- 6. Industry A
- 7. Business C
- 8. Industry A-1
- 9. Open Space
- 10. Shaded area represents Parkway Overlay District.

3. Alewife Station/Alewife Boulevard Area

Several conditions, existing or planned, suggest that the Triangle may experience strong pressures for large scale development: high visibility, large parcel size under limited ownership, primarily "soft" land uses, possible direct access to Route 2, and a new transit station with direct connections to Cambridge and Boston. While development pressures may eventually be greater here than elsewhere in Alewife, they will probably be late in coming due to current uncertainties about the status of planned transportation improvements. If there is any location in Alewife where higher density, mixed-use development should occur, it is near the new transit station. Therefore, it is important that land use regulation decision-making today not preclude such development from occurring later.

District Designation: Office-2 (revised regulations)

Allowed Uses: general and technical offices, laboratories and other research facilities

Conditionally Permitted Uses: residential up to 72 dwelling units per acre

Maximum Floor Area Ratio: 2.0

Height Limit: 85 feet

Special Provisions: a Special District Overlay Zone is being considered. This would permit, under certain conditions, higher density mixed office, commercial, hotel, and residential uses plus maximum F.A.R. of 3.0 and maximum height of 200 feet. Larger scale development would be encouraged closer to the transit station.

4. West Alewife Industrial Park

Two things are important to realize in discussing future development in the western end of the Quadrangle, the area around the former Adley Trucking terminal. It is more isolated than other Alewife industrial areas, both in terms of access and visibility. Also, it abuts the Cambridge Highlands residential neighborhood. Because of these conditions, it is suggested that the area be rezoned to allow a somewhat broader range of uses than is permitted in the office districts suggested elsewhere; but tighter bulk and height regulations should be established.

District Designation: Industry A (revised regulations)

Allowed Uses: general and technical offices, laboratories and other research facilities, light manufacturing

Conditionally Permitted Uses: heavy manufacturing, warehousing

Maximum Floor Area Ratio: 1.5

Height Limit: 65 feet; 35 feet within 100 feet of a residence or residential district

5. Alewife Boulevard/West Concord Avenue Area

The plans for "Alewife Boulevard" should create a prestige image for the central part of the quadrangle and create a connection over the railroad tracks to the triangle. This should enhance its development potential. Similarly, eventual improvement of Concord Avenue will improve the area's image and create development value. Under these circumstances, it would appear that strip commercial land uses which are allowed today should be avoided. The medium density office district would seem to be appropriate.

District Designation: Office-2 (revised regulations)

Allowed Uses: general and technical offices, laboratories and other research facilities

Conditionally Permitted Uses: residential up to 72 dwelling units per acre

Maximum Floor Area Ratio: 2.0

Height Limit: 85 feet

Special Provisions: in the case of Concord Avenue, see discussion of Parkway Overlay District below

6. East Alewife Industrial Park

It is important to encourage industrial uses, as well as commercial and office uses, to locate and expand at Alewife. A combination of office and industrial development is therefore planned for the interior part of the Quadrangle from Wheeler Street to Moulton Street. As in the case of the Western Quadrangle, a wider range of land uses would be allowed, but height and bulk requirements would be more restrictive than in office districts.

District Designation: Industry A (revised regulations)

Allowed Uses: general and technical offices; laboratories, and other research facilities; light manufacturing

Conditionally Permitted Uses: heavy manufacturing; warehousing

Maximum Floor Area Ratio: 1.5

Height Limit: 65 feet; 35 feet within 100 feet of a residence or a residential district

7. Alewife Brook Parkway Commercial Area

The Parkway, from the Fitchburg Mainline railroad tracks to the Concord Avenue Rotary, is now almost exclusively commercial in usage. Although the Parkway experiences traffic problems and congestion, the future of this area would clearly appear to be one of commercial use, although the extent and magnitude of change should be limited.

District Designation: Business C

Allowed Uses: retail, service, commercial, offices, and residential up to 36 dwelling units per acre (residential C-1 requirements)

Maximum Floor Area Ratio: 2.0

Height Limit: 55 feet

Special Provisions: off-street parking requirements

8. New Street/Bay State Road Area

Tighter regulation of development in the existing industrial district behind Fresh Pond Shopping Center appears to be warranted because of its proximity to the new City Park and the Concord Avenue residential areas. The light industry and office district used elsewhere next to low density residential and open spaces areas would seem to be appropriate.

District Designation: Industry A-1

Allowed Uses: light industry, offices, small scale convenience retail

Conditionally Permitted Uses: limited heavy industry, warehouse, limited residential

Maximum Floor Area Ratio: 1.0

Height Limit: 45 feet

9. Fresh Pond

Like the MDC's Alewife Reservation, the zoning designation of the City's Fresh Pond Reservation is inconsistent with its use. Rezoning the reservation to an open space district would reflect the realities of the area. It would also provide public review of any future development which is proposed by government agencies. For a description of the Open Space district, see # 2 above.

10. Parkway Overlay District

In addition to the new base zoning districts for Alewife, a second layer of regulations is proposed for the areas along the major roadways. These regulations, collectively designated as a Parkway Overlay District, would be intended to achieve certain objectives of the urban design plan, including upgrading the physical image of the area and protecting public space. If adopted, the Parkway Overlay District would extend up to 200 feet in depth along Alewife Brook Parkway, Concord Avenue, New Street, Alewife Boulevard (Smith Place), and Fresh Pond Parkway. Among the potential mandatory regulations in the district would be limitations on certain commercial uses, greater front yard setbacks, special site design and landscaping requirements, and sign controls. Additional building height, up to 85 feet, might be permitted for buildings which are stepped back from the roadway. Development subject to planned unit development review would be exempt from these regulations.

Conclusion: A Growth Management Program

Transformation of the Alewife industrial area from its present condition to a high quality, well-functioning employment center will be a gradual process.

There is no evidence that there will be any wholesale land clearance as in an urban renewal project, nor is there likely to be a single massive public improvement project as in the construction of a suburban industrial park or a new town. The new Alewife will emerge as countless public and private decisions are made over a period of years. The Growth Management Program suggested by the Alewife Urban Design Plan will provide a framework for influencing those decisions and guiding change.



80. Jerry's Pond and W.R. Grace Company



81. Underutilized Railroad Yards
In the Alewife Industrial Area.

Safeguarding the Environment

There are many unanswered questions about future development at Alewife, especially about its impacts on sensitive natural environmental areas nearby. The exact extent of impacts is impossible to predict in advance. It is possible to identify problem areas and to take steps to reduce or eliminate potential harmful effects by regulating development properly.

The Urban Design Plan attempts to do this. On the basis of available information, it encourages well designed development in appropriate locations and at appropriate densities. It also eliminates the possibility of inappropriate development in environmentally sensitive areas. Other public regulations, like the wetlands hearing process, will ensure that Alewife development will not add to the longstanding hydrology problems in the area. But more needs to be done as the Plan is implemented.

Full development at Alewife will bring with it all the usual effects of building in an urban area plus some that would not exist in other areas of Cambridge. The most visible impact is likely to be increased traffic volume on Alewife streets and roadways. Preliminary traffic studies have already been completed about these effects, and the recommendations of those studies have been figured into the recommended roadway improvement program (for more information see Appendix Two, Table 9). An upcoming Alewife

roadway environmental impact study will assess air and water quality impacts caused by additional traffic generated by new development. The Urban Design Plan provides state roadway planners much needed information for making realistic assumptions about long range Alewife development in order to predict potential impacts to the environment and find steps necessary to counteract them.

When the results of the DPW EIS are known near the end of 1979, additional measures by the City of Cambridge to control the adverse impacts of large scale development may have to be added to the Alewife Urban Design Plan. For example, to further limit impacts to delicate natural areas, tighter land use restrictions and greater setback requirements may have to be enacted by City Council. Also, it may become necessary to design special traffic control procedures to keep Alewife traffic out of residential areas. The need for such actions will become clearer when the DPW studies are completed.

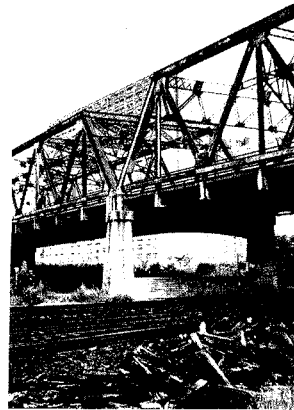
In the meantime, the Urban Design Plan attempts to deal with adverse impacts that can reasonably be foreseen through circulation improvements, improving the drainage of the area, controlling development, publishing design guidelines, and creating a public process for review of large scale development proposals — the Special District Overlay Zone.

If the proposed Alewife urban design plan is implemented, the result should be an improved natural and man-made environment at Alewife.



82. Cambridge City Dump

Soon to become the new City Park and city-wide high school athletic facility.



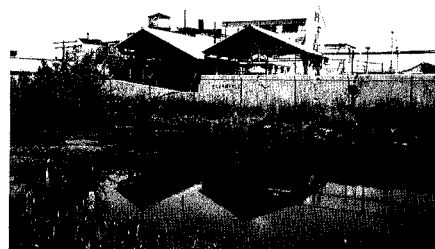
83. Fitchburg Mainline Bridge

Bridge is being designed for replacement.



84. Little River at Alewife

With proper management, Alewife wetlands and natural areas could be even more valuable than they are today.



85. Wetlands Next to W. R. Grace

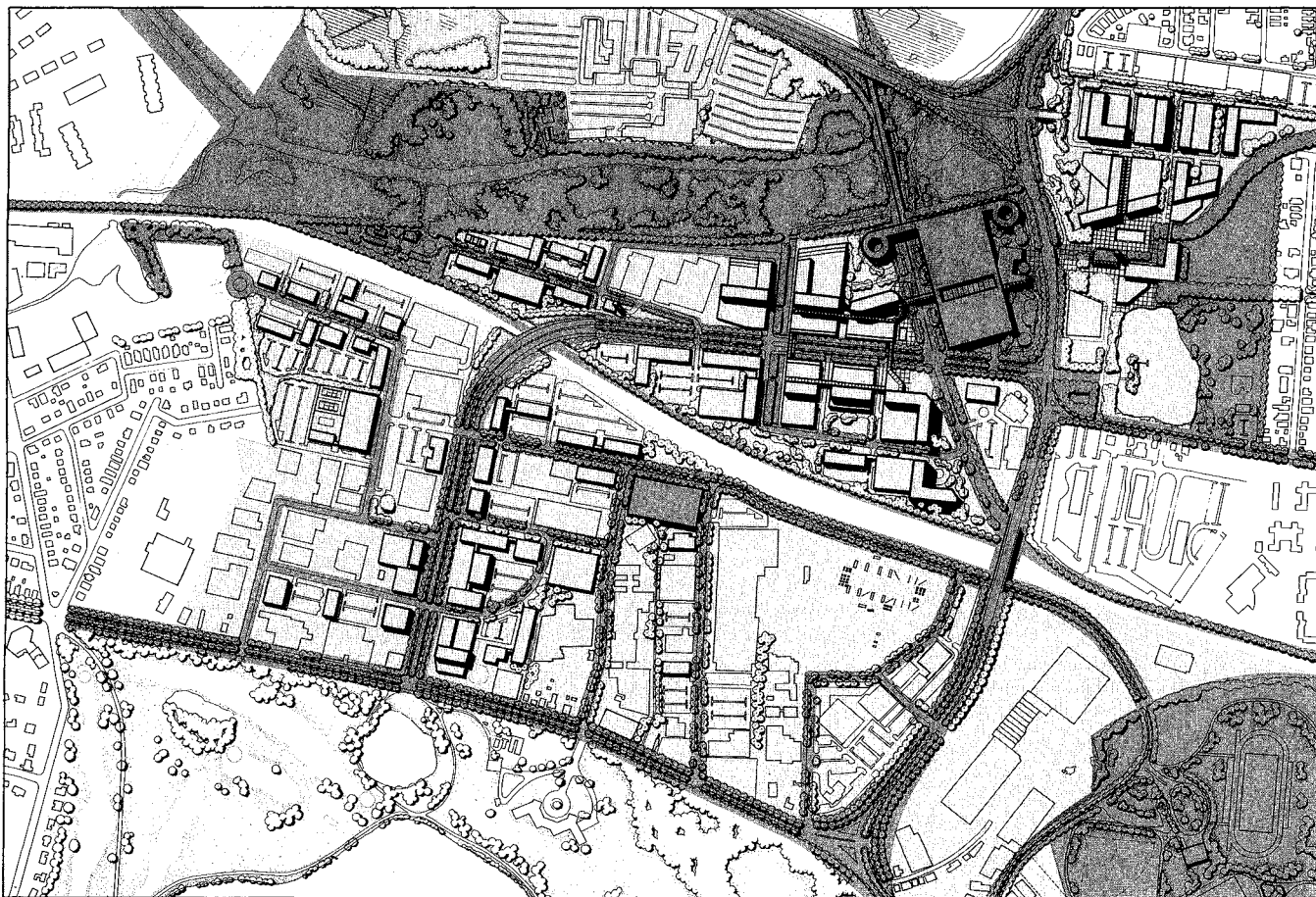
Past development has not always respected the natural environment.

Implementation

Implementation is a long-term, multistage process involving a cooperative effort by the public and private sectors. In order to encourage private investors to build responsibly at Alewife, the City must provide the supporting municipal infrastructure of streets and sidewalks, and water and sewer. On the other hand, businessmen and landowners can help to implement the Alewife Urban Design Plan by donating needed rights-of-way for streets and roadways and helping to

defray the cost of infrastructure improvements. A cooperative approach to implementation demands that planning begin as soon as possible to match government and private money for maximum effectiveness.

If local tax dollars alone were relied on to implement the Alewife Urban Design Plan, it would be many years before the plan could be realized. The City is therefore investigating a variety of federal and state funding sources to implement pieces of the plan.



86. Public and Private Implementation

Dark gray areas are Public Sector responsibility. Light gray areas are Private Sector responsibility.

The Public Sector

Several potential sources of funding have been identified and will be pursued in the months ahead:

Economic Development Administration (EDA)-Technical Assistance Grants

The Federal Department of Commerce sponsors a program to help communities solve problems and remove roadblocks in the way of economic growth. One of the basic needs at Alewife is additional planning and engineering studies. A technical studies grant could provide the means to complete these reconnaissance efforts.

EDA-Public Works and Development Facilities Grant

In designated target areas, EDA provides funds to complete the infrastructure necessary to attract new industry and encourage business expansion. Since Cambridge is eligible for funding and since infrastructure improvements are the first order of business, this program would seem tailor-made for Alewife. A grant application is being prepared.

Urban Development Action Grant

The Department of Housing and Urban Development's new program to match private investment and public improvements is another potential Alewife resource. Since the City already has \$6.8 million in UDAG funds for East Cambridge, utilizing this program for another Cambridge area may be some time away.

Other Federal Programs

A variety of other, more specialized programs may also be tapped to implement the Plan. For example, Alewife Boulevard and Concord Avenue upgrading are eligible for funding under the Department of Transportation's Urban Systems Program because they would be a major part of the City's transportation system.

These sources will be investigated further as special needs are identified by the technical studies ahead.

Commercial Area Revitalization District Plan

Recently the State Department of Community Affairs instituted a program of tax-exempt revenue bond financing for commercial area revitalization. In order to qualify, municipalities must submit a Commercial Area Revitalization District Plan (CARD) for approval. Then private, commercial, and industrial enterprises seeking to make capital improvements become eligible for special tax-exempt bonds, usually at below market rates. If the Urban Design Plan is accepted as a CARD, Alewife businesses could qualify for such financing for making improvements and for new development, which in turn, could assist the City in implementing parts of the Urban Design Plan.

The Private Sector

Realizing the maximum potential of Alewife depends on responsible and effective decision-making by the private sector also. More awareness and cooperation among Alewife landowners and businessmen could significantly increase the chances of creating a better Alewife environment for everyone. The Alewife Businessmen's Association is a good beginning as a mechanism to coordinate private decision-making and to educate private sector interests about larger Alewife concerns.

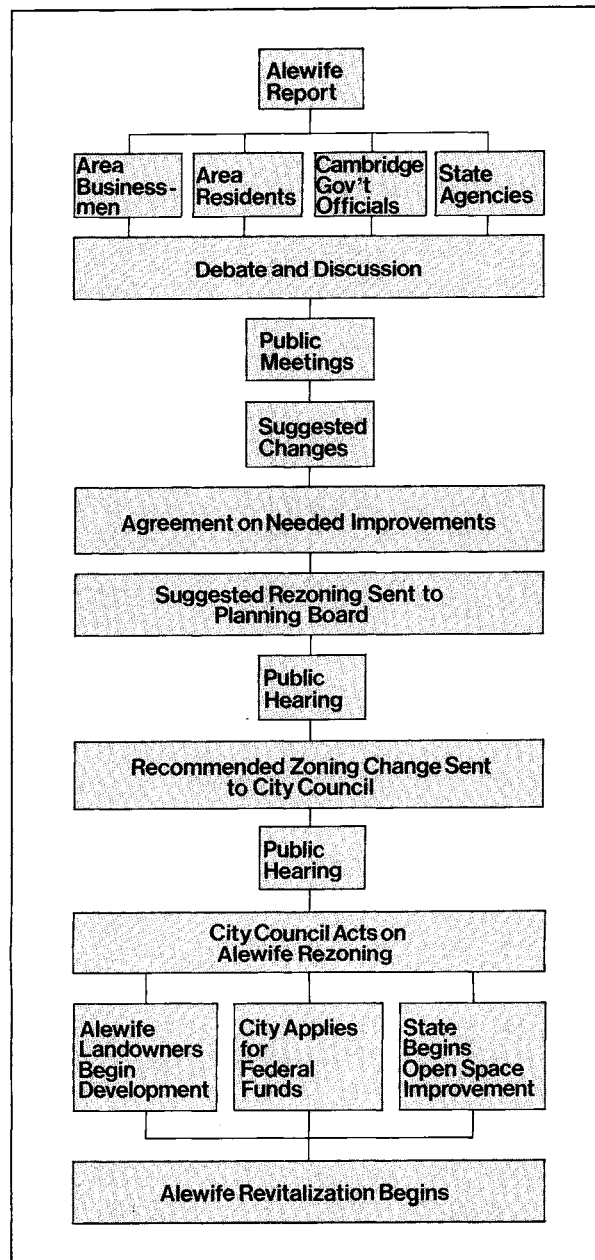
Sometimes a more formal cooperative relationship among landowners and businessmen has been found useful in large scale development areas like Alewife. Legal partnerships like private development corporations can prove advantageous in planning and constructing large projects, including mutually beneficial amenities. Whether or not an Alewife development corporation is needed should become clearer as development begins.

The Decision-Making Process

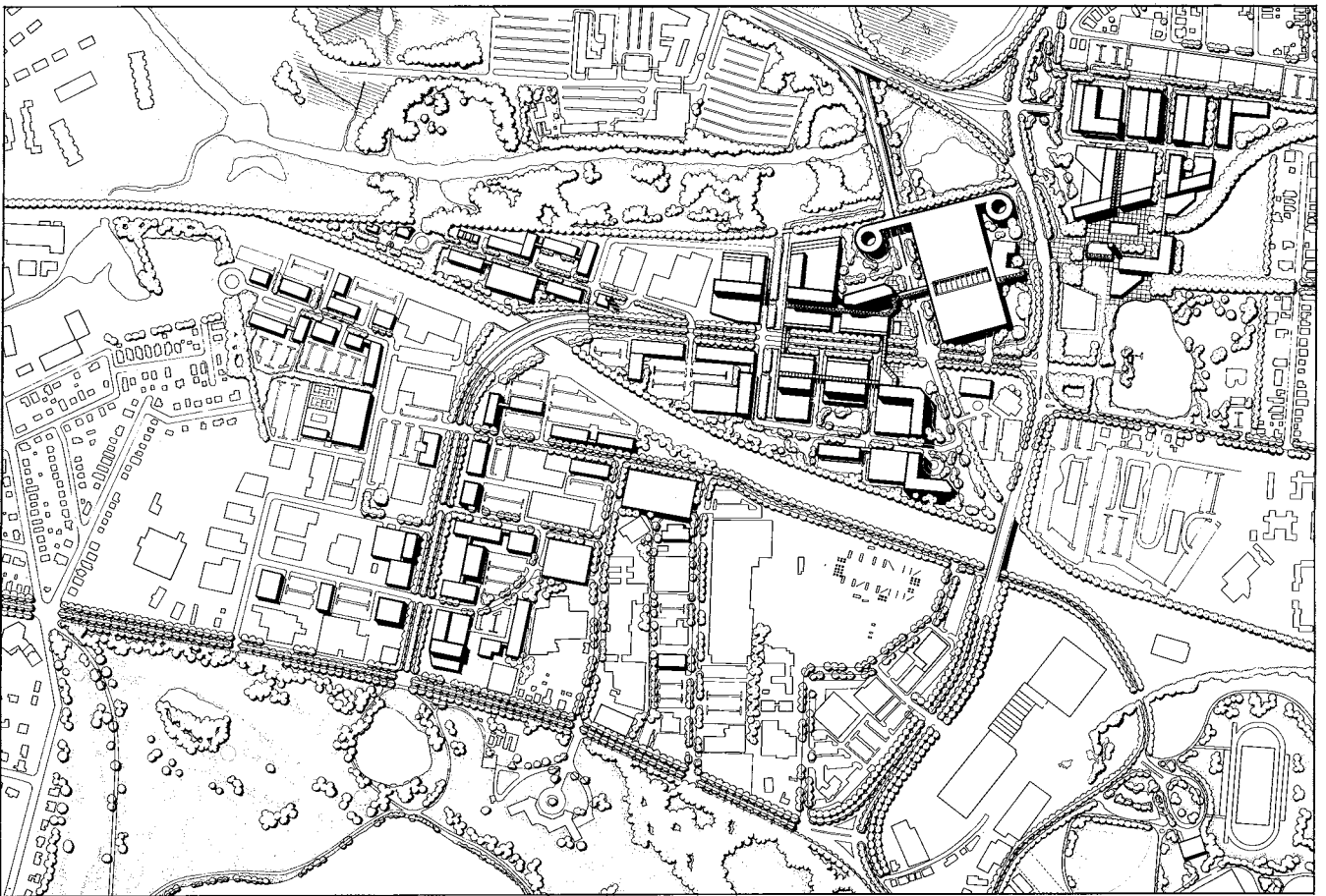
What happens now to the Alewife Urban Design Plan? The next step is an active public discussion over the next few months about the future of Alewife by all the affected parties: businessmen, area residents, state agencies, and local government. There may be ways in which the proposed Plan can be improved. If so, they should be proposed, debated, and, if needed, incorporated into the plan. A series of public meetings will be held to explain the Alewife Urban Design Plan and give everyone an opportunity to comment and suggest changes.

When a consensus seems to have been reached about a desired route for Alewife growth, a rezoning proposal will be prepared by the Cambridge Community Development Department and submitted to the City Planning Board and to the City Council for official action. A series of formal public hearings will then take place, and again people will be able to comment on the Alewife Plan as represented by the zoning proposals. Public hearings on Alewife rezoning will be advertised two weeks in advance, according to law, in the local newspaper — *The Cambridge Chronicle*. After the City Council has all the information it needs to make a decision, it will either adopt the rezoning petition as proposed, send it back to the Planning Board for revision, or decide against rezoning.

If the City Council acts favorably on Alewife zoning changes, the work of implementing the other three sections of the Alewife Urban Design Plan must start. Federal and state funding for roadway improvements must be acquired, local open space planning goals must be coordinated with the state agencies controlling Alewife, and individual landowners and developers must be made aware of and encouraged to incorporate the design guidelines of the Plan. Slowly, the face of Alewife should change as each separate public or private improvement is completed. Eventually the Alewife of today, a decaying collection of disparate buildings, rundown parking lots, and unimproved open space will be replaced by the Alewife of tomorrow, a vibrant, well-planned commercial industrial district in the midst of acres of invaluable and beautiful parkland.



87. The Decision-Making Process



88. The Alewife Urban Design Plan

*For further information contact: Cambridge Community Development
Department, 498-9034.*

Bibliography

Abend, Norman A., *Alewife Area Employee Survey*, Cambridge, MA: Community Development Department, Technical Memorandum, November, 1976.

_____, *Recommendations for Traffic Improvements in the Alewife, North Cambridge Area*, Cambridge, MA: City of Cambridge, June, 1977.

_____, *Traffic Analysis — Alewife/North Cambridge Area*, Cambridge, MA: City of Cambridge, May, 1977.

Alewife Task Force, *Alewife*, Cambridge, MA: Alewife Task Force, September, 1976.

_____, *Alewife Land Use Issues*, Boston, MA: Alewife Task Force, August, 1975.

_____, *Alewife Open Space: Objectives and Recommendations for the Development of a Park and Open Space Network*, Boston, MA: Alewife Task Force, 1978.

Cambridge Community Development Department, *A Discussion of Alternative Alewife Roadway Improvements*, Cambridge, MA: CCDD, August, 1978.

_____, *A Preliminary Discussion of Alewife Development Potential*, Cambridge, MA: CCDD, August, 1978.

_____, *A Preliminary Discussion of Alewife Revitalization*, Cambridge, MA: CCDD, October, 1978.

_____, *Cambridge City Dump Site: Reuse Analysis*, Cambridge, MA: CCDD, March, 1973.

_____, *Cambridge Recreational Open Space Plan*, Cambridge, MA: CCDD, April, 1977.

_____, *Cost-Revenue Study*, Cambridge, MA: CCDD, March, 1976.

_____, *East Cambridge Riverfront Plan*, Cambridge, MA: CCDD, May, 1978.

_____, *Land Use Element Plan*, Cambridge, MA: CCDD, August, 1976.

_____, *Neighborhood Profiles 9, 10, 11 and 12*, Cambridge, MA: CCDD, 1974 and 1975.

_____, *W. R. Grace Site Development*, Cambridge, MA: CCDD, October, 1977.

Cambridge Historical Commission, *North West Cambridge*, Cambridge, MA: CHC, 1977.

Central Transportation Planning Staff, *Traffic Forecasts for the Alewife Brook MBTA Station Area*, Boston, MA: CTPS, July, 1977.

David A. Crane and Partners/DACP, Inc., *Alewife Urban Design Alternatives Report*, Cambridge, MA: Cambridge Community Development Department, February, 1977.

_____, *Alewife Urban Design Inventory Report*, Cambridge, MA: Cambridge Community Development Department, January, 1977.

_____, *Alewife Urban Design Study Phase One Report*, Cambridge, MA: Cambridge Community Development Department, March, 1977.

Emmet, Alan, *Cambridge, Massachusetts: The Changing of a Landscape*, Cambridge, MA: 1977.

Environmental Design Press, *Parking Lot Landscape Development*, Boston, MA: Center for Landscape Architectural Education and Research, 1976.

Fay, Spofford and Thorndike, Inc., *Environmental Overview Summary Update — Proposed Roadway Improvements in the Alewife Corridor*, Boston, MA: Massachusetts Department of Public Works, May, 1977.

Gladstone Associates, *Red Line NW Market Demand Study — Final Report*, Newport, R.I.: Metropolitan Area Planning Council, August, 1977.

Haley and Aldrich, Inc., *Preliminary Study of Subsurface Conditions and Evaluation of Foundation Requirements — Alewife Area*, Cambridge, MA: Cambridge Community Development Department, January, 1978.

_____, *Subsurface Study — Alewife Area — Summary Report*, Cambridge, MA: Cambridge Community Development Department, January, 1978.

Harvard/Tufts Student Team, *Alewife Park Study*, Cambridge, MA: Alewife Task Force, Spring, 1976.

_____, *Alewife: Resolving Environmental and Economic Conflicts*, Cambridge, MA: Alewife Task Force, September, 1976.

Interdisciplinary Environmental Planning, *Cambridge Wetlands: Identification, Classification, Evaluation*, Cambridge, MA: Cambridge Conservation Commission, August, 1978.

Roy Mann Associates, Inc., *Fresh Pond Reservation Master Plan*, Cambridge Community Development Department, 1978.

U. S. Department of Transportation — Urban Mass Transportation Administration, *Final Environmental Impact Statement — Red Line Extension Harvard Square to Arlington Heights*, Boston, MA: Massachusetts Bay Transportation Authority, August, 1977.

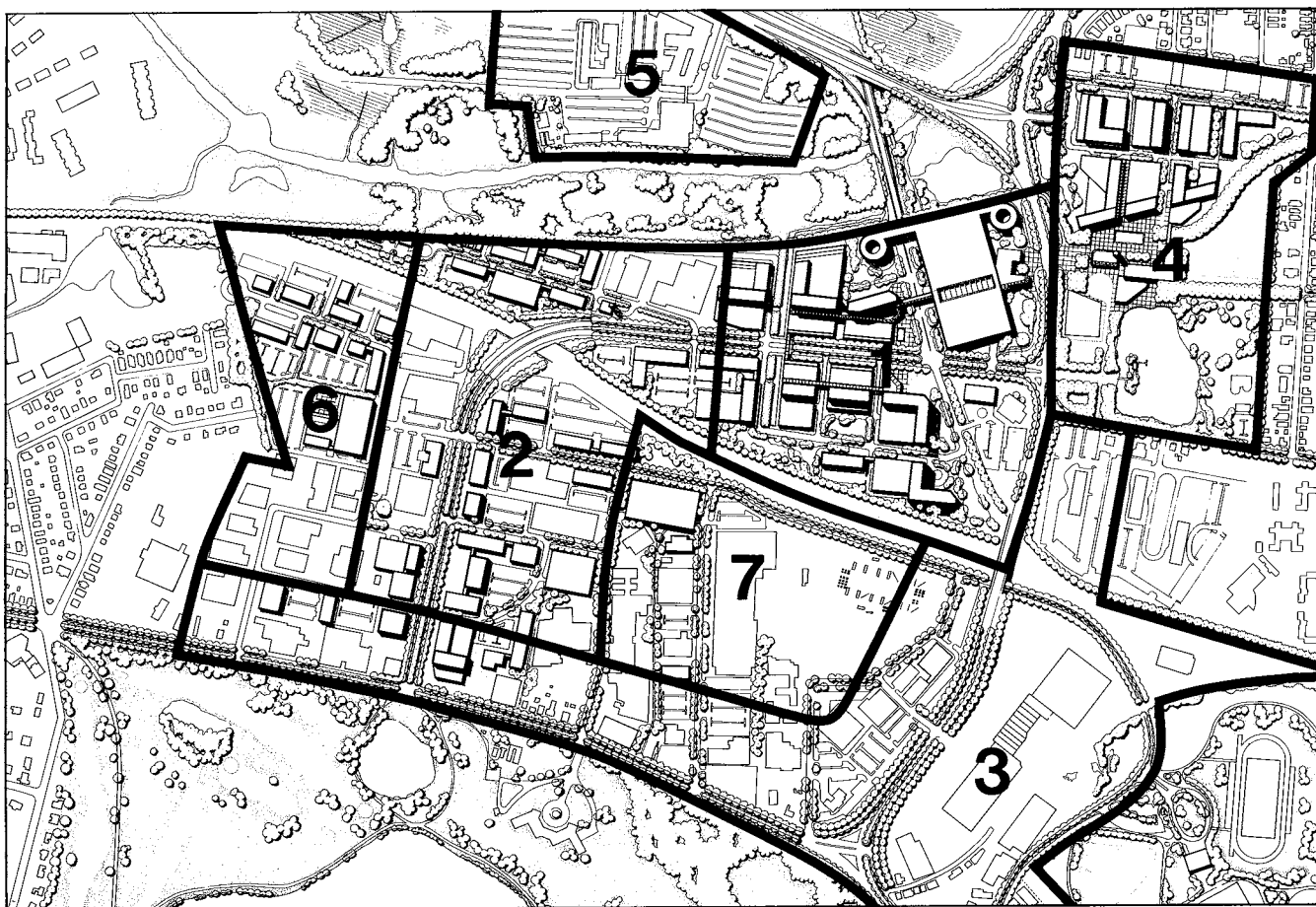
Wallace, Floyd, Ellenzweig, Moore, Inc., *Alewife Station and Garage Design Criteria Report*, Boston, MA: MBTA, September, 1976.

Appendix One

District Development Policies

This Urban Design Plan establishes a series of “design principles” and “development policies” to guide future growth. These principles and policies are intended to provide a framework to evaluate and coordinate public and private actions to effect im-

mediate and qualitative improvements in the physical and social environment of Alewife. Although future development may depart from some of the details presented here, the spirit of the plan should be continued in the actual project execution phase.



89. Alewife Development Districts

1. Alewife Station, 2. Alewife Boulevard, 3. Parkway, 4. W.R. Grace, 5. Acorn Office Park, 6. West Alewife Industrial Park, 7. East Alewife Industrial Park.

General Alewife Principles

Recognize differences within the Alewife area and treat each District (see map) appropriately in terms of development regulations and public improvements.

Create an environmental image in Alewife which establishes parkways and boulevards as prestigious business locations.

Encourage development on individual parcels which will contribute to an upgrading of economic activity and add diversity to job opportunities.

Develop in Alewife a wide range of public and private open space amenities.

Organize flood retention areas as public amenities and incorporate them into a publicly accessible open space network in Alewife.

Minimize the amount of surface parking and impervious cover built in new development to help mitigate Alewife's hydrology problems.

Solve hydrology problems in an organized and cooperative effort among land owners.

Design Guidelines

Use:

Limit the range of industrial and commercial uses presently allowed in Alewife.

Reduce the scale and amount of potential development allowed in Alewife today.

Set building and parking lots back from public open spaces and residential areas.

Scale:

Limit building height near public open space and residential areas.

Allow greatest building height around the MBTA transit station and garage.

Form:

Maximize potential views to open space from new development through building arrangement and orientation.

Arrange buildings and private open space within individual development parcels so that they contribute to a unified open space system in Alewife.

Design building massing and orientation to minimize shadows on open spaces, boulevards, and parkways.

Linkages:

Develop parkways and boulevards as linear open space connectors.

Develop pedestrian/bicycle paths in private development which connect to public paths.

Design Details:

Encourage landscaped courtyards which frame views to parkways and open space.

Encourage articulated building facades and rooflines, particularly those fronting on boulevards, parkways, and open spaces to prevent blank or uninteresting building walls.

Use building materials such as steel, metal panels, glass block, tile and glass to reflect the high-technology image of the proposed research and development activity at Alewife.

Incorporate major building signs into building facades or develop signs as interesting landscape features. Business signs should not be visually intrusive or dominate the visual environment of the district.

Place store or shop signs into a sign band on building facades or place inside display windows.

Encourage trademarks and symbols as the only projecting signs in new development.

Centralize refuse storage and screen such areas from view from all public ways and open spaces.

Eliminate unnecessary barriers to free movement by the disabled.

Screen parking areas from view from Alewife Boulevard, Alewife Canal, and Alewife Reservation.

Development District No. 1 Alewife Station

Principles

Create a highly visible and active community center for Alewife and the surrounding area.

Encourage coordinated development with a broad range of day/night uses.

Encourage new development to maximize transit usage by employees, customers and other visitors.

Reclaim Alewife Brook as a significant visual amenity, creating a new water feature ... Alewife Canal. At the same time, use the canal for expanded flood retention.

Create a strong and inviting pedestrian environment around Alewife Canal.

Create direct pedestrian linkages from the MBTA Station and garage to new development through upper level pedestrian bridges wherever possible.

Design Guidelines

Use:

Discourage free-standing shopping centers.

Encourage mixed-use development in the approximate percentages: 15% commercial, 15% housing, 15% hotel, 10% conference, and 45% office.

Encourage housing to provide 24-hour use of the district.

Require structured parking facilities for large scaled mixed-use development.

Scale:

Limit the floor area ratio in the district to 3.0.

Limit building height to a maximum of 200 feet, under Special District Overlay conditions.

Limit building height within 100 feet of Alewife Boulevard right-of-way to 55 feet.

Limit building height along the western side of Alewife Canal to 55 feet to prevent shading of the Canal.

Limit building height to 45 within 100' of Alewife reservation. Maintain a 20-foot building setback from the Alewife Canal easement. Maintain a 25-foot building setback from Alewife Boulevard.

Set back buildings from Alewife Reservation at least 20 feet.

Form:

Build to the building setback line along Alewife Boulevard.

Establish a principal front wall plane along Alewife Canal.

Concentrate commercial activity along pedestrian shopping arcades and Alewife Canal.

Respect the grid created by Alewife Boulevard and Alewife Canal.

Limit curb cuts on Alewife Boulevard.

Linkages:

Provide direct pedestrian access from the transit station to new development.

Encourage a pedestrian arcade along the east side of Alewife Canal.

Create a visual axis which extends along Alewife Boulevard and ends in a focal element at Jerry's Pond.

Design Details:

Create an active urban plaza as a primary focus for new development activity at the corner of Alewife Boulevard and Ramp Street.

Maintain retail continuity along all shopping arcades and along the east side of Alewife Canal. It is suggested that 50 percent of this commercial frontage should be occupied with retail commercial use.

Develop colorful, active uses on all ground floor areas with at least 50 percent transparency in the building facade to enliven and enrich the pedestrian environment.

Encourage decorative paving such as brick, quarry tile, or granite for all plazas and sidewalks.

Provide in all large public plazas seating areas, shade and flowering trees, reflecting pools or fountains, information kiosks, exhibition areas or other public amenities.

Develop along Alewife Canal small scale plazas for outdoor cafes, street vending, retail marketing, and outdoor exhibitions.

Development District No. 2 Alewife Boulevard

Principles

Encourage high quality development that contributes to an overall upgrading of economic activity and job opportunities within the area.

Design new development to reinforce the park-like image of Alewife Boulevard.

Design Alewife Boulevard to be a linear open space connector.

Design Alewife Boulevard as a regional wildlife corridor connecting Fresh Pond Reservation with Alewife Reservation.

Use abandoned portions of freight rail rights-of-way for pedestrian bicycle paths and as landscape buffer areas.

Design Guidelines**Uses:**

Encourage office, research and development activity.

Minimize surface parking.

Consider wholesale trade and industrial uses as secondary, less desirable uses.

Scale:

Limit the floor area ratio in the District to 2.0, as a matter of right.

Limit building height to a maximum of 85 feet, as a matter of right.

Maintain a building setback of 25 feet from Alewife Boulevard.

Limit building height to 45 feet within 100 feet of Alewife Reservation.

Maintain a minimum of 20 feet of building setback from Alewife Reservation.

Form:

Arrange new development so that it respects the grid formed by the proposed street system.

Encourage a variety of building heights from 5 to 8 stories.

Limit curb cuts on Alewife Boulevard. Provide direct access to all service areas and parking areas from secondary streets.

Linkages:

Create a pedestrian/bicycle path to Belmont Center along the northern side of the Fitchburg Maine line.

Create a visual axis which extends along Alewife Boulevard across Concord Avenue and terminates in a vertical fountain in Black's Nook Pond.

Create a bicycle/pedestrian path along Alewife Boulevard and along Park Street to the new City Park to be developed on the Cambridge Dump.

Design Details:

Develop private open space amenities along Alewife Boulevard that are attractive and accessible to the public.

Create a landscaped buffer between new development and the Fitchburg Maine Line.

Create an edge embankment for Alewife Boulevard Bridge that is gently sloping and planted with trees and shrubs.

Create a vertical element associated with the Nature Center to terminate the visual axis created down Steel Street and to use as an observation tower.

Develop colorful, active uses at the ground floor level with at least 50% transparency in the building facade to enliven and enrich the pedestrian environment.

Encourage decorative paving such as brick, quarry tile, or granite for all plazas and sidewalks.

Screen parking areas from view of Alewife Boulevard and Alewife Reservation.

Development District No. 3 Parkway District

Principles

Develop parkways and boulevards as open space connectors.

Develop parkways and boulevards as regional wildlife corridors, connecting the Charles River, Fresh Pond, Alewife Reservation, and other open spaces along Alewife Brook.

Insure a gradual transition from new development to Fresh Pond Reservation to prevent visual intrusion.

Create a safe and attractive pedestrian environment for pedestrians and bicyclists.

Design Guidelines

Use:

Encourage office, research, and development activities.

Allow residential use only on a case-by-case basis.

Discourage auto-oriented uses such as fast food restaurants and other highway commercial uses.

Concentrate commercial activity on Alewife Brook Parkway.

Minimize surface parking in new development.

Scale:

Limit the front edge of buildings abutting Alewife Brook Parkway and Concord Avenue to 55 feet and step back taller portions of those buildings.

Maintain a minimum building setback of 25 feet from Alewife Boulevard, Alewife Brook Parkway, and Concord Avenue.

Maintain a minimum parking lot setback of 25 feet along Alewife Brook Parkway and Concord Avenue.

Form:

Arrange buildings and parking areas to create an attractive front yard to contribute to the parklike character of adjacent open space and roadways.

Orient primary building elevations toward Alewife Brook Parkway, Concord Avenue, and Alewife Boulevard.

Limit curb cuts on Alewife Boulevard, Alewife Brook Parkway, and Concord Avenue.

Linkages:

Create safe and convenient pedestrian crossings along Alewife Brook Parkway and Concord Avenue.

Create pedestrian/bicycle paths along Alewife Brook Parkway and Concord Avenue.

Encourage additional pedestrian/bicycle paths to be built in private development which connect to public paths.

Design Details

Develop colorful, active uses at the ground floor level with at least 50% transparency in the building facade to enliven and enrich the pedestrian environment.

Encourage decorative paving such as brick, quarry tile, or granite for all plazas and sidewalks.

Screen all parking areas from view from Alewife Boulevard, Alewife Brook Parkway, and Concord Avenue.

Development District No. 4 W. R. Grace Area

Principles

Encourage a high quality mixed-use development that marks the entry to Cambridge from Route 2.

Create an active, landscaped urban plaza around the east entry to the MBTA transit station.

Make landscape improvements to Alewife Brook Parkway to create a park-like setting.

Encourage development in which the first phase occurs around the east entry to the transit station and in phase with the construction of Alewife Station and Garage.

Encourage structured parking in all phases of development in the District.

Establish Jerry's Pond as a public open space amenity featuring boating, fishing and skating activities.

Design Russell Field Park to have both passive and active recreation areas.

Scale:

Allow under special conditions a maximum floor area ratio of 2.0 and a maximum building height of 85 feet.

Locate highest buildings around the east entry to the MBTA transit facility.

Step down building height as it nears residential or open space areas.

Design Guidelines

Use:

Allow mixed-use development of office, hotel, convention, retail, and housing.

Locate housing near the transit station and near open space to take advantage of mass transit use and views to Jerry's Pond, or Russell Field Park.

Locate retail uses adjacent to Grace Plaza on the ground level or in a shopping arcade that extends from Grace Plaza.

Minimize development impacts on Whittemore Avenue and Clifton Street.

Encourage structured parking in all phases of development.

Design building massing and orientation to minimize shadows on Grace Plaza, parkways, and open space. Encourage small scale courtyards off major pedestrian paths.

Create a public plaza at the north end of Jerry's Pond.

Establish a bus turn-around adjacent to the east entry to the MBTA Transit Station from Rindge Avenue.

Create a landscaped area at the corner of Alewife Brook Parkway and Rindge Avenue near Jerry's Pond to establish a new environmental image for the entry to North Cambridge Neighborhood.

Linkages:

Extend the visual axis created down Alewife Boulevard to Jerry's Pond.

Create a roadway hierarchy in the district in which access to hotels and parking garages are first order roadways with service and emergency access occurring on limited access paths.

Design Details

Enliven Grace Plaza by developing colorful, active ground floor uses with large transparent surfaces, colorful signs, ornamental lighting, awnings, and landscaping.

Encourage retail uses to extend into Grace Plaza with small sales pavilions, cafes, landscaped courtyards, and street vendors and entertainers.

Make the MBTA east entry building the focal point of Grace Plaza by building a tall vertical element in that space.

Create a major water feature in Grace Plaza.

Locate restaurants and cafes to take advantage of view of Jerry's Pond.

Establish a landscaped buffer between Jerry's Pond and Rindge Avenue.

Encourage decorative paving such as brick, quarry tile, and granite for all plazas and sidewalks.

Screen all parking areas from view from Alewife Brook Parkway, public open spaces, and residential areas.

Connect the linear park from Davis Square to Grace Plaza and the transit entry.

Extend a landscaped pedestrian/bicycle path from Dudley Street to Grace Plaza and the transit entry.

Connect Grace Plaza with a pedestrian path around Jerry's Pond.

Create pedestrian/bicycle paths along both sides of Alewife Brook Parkway.

Extend Grace Plaza under Alewife Brook Parkway to connect to the MBTA parking and transit facility.

Development District No. 5 Acorn Office Park

Principles

Create a prestigious office, research and development park in the district.

Screen parking from view from Alewife Reservation.

Insure a gradual transition from new development to Alewife Reservation to prevent visual intrusion.

Discourage development on wetland areas.

Design Guidelines

Uses:

Promote high quality office, research and development activity.

Prohibit highway commercial activity.

Allow residential uses under special conditions.

Scale:

Limit the floor area ratio in the district to 2.0.

Limit building height to a maximum of 85 feet.

Limit building height to 45 feet within 100 feet of Alewife Reservation.

Maintain a minimum building and parking lot setback of 50 feet from Alewife Reservation.

Development Districts 6 and 7 West Alewife Industrial Park East Alewife Industrial Park

Principles

Promote the reuse of existing industrial buildings.

Minimize the impacts of new development on the bordering residential district.

Design Guidelines

Use:

Promote research and development activity.

Discourage warehouse, distribution, and heavy industrial uses.

Scale:

Limit building height to a maximum of 65 feet.

Limit building height within 100 feet of a residential district to 35 feet.

Limit the Floor Area Ratio to 1.5.

Maintain a minimum building setback of 50 feet from a residential property.

Design Details

Locate new loading areas completely off-street and screened from view from all public ways, open spaces, or residential areas.

Appendix Two

Table 5: Results of Subsurface Study — Alewife Area

Soil Zone	Premium Foundation Costs Per Sq. Ft. of Total Floor Area for Building with			Utility Corridor Treatment Cost Per Lin. Ft.
	1-Level	5-Levels	8-Levels	
1	\$1.00-1.50	\$0.30-0.40	\$1.55-1.65	\$5-\$10
2	1.85-2.35	0.65-0.75	1.80-1.90	5-10
3	2.95-3.45	0.55-0.65	1.95-2.05	25-35
4	2.20-2.70	0.60-0.70	1.85-1.95	25-35
5	3.80-4.30	2.20-2.30	1.95-2.05	1.00-1.25
6	4.25-4.75	2.20-2.30	1.95-2.05	1.00-1.25

Source: *Subsurface Study — Alewife Area — Summary Report*, Haley and Aldrich, Inc., Table I.

Table 6: Comparison of Tax Revenues generated by various Cambridge land uses as compared to every \$1.00 cost for Municipal Services.

Land Use	Revenue to Cost Ratio*
Housing	0.50
Stores	1.43
Auto Related Retail	5.49
Wholesale	1.65
Factory	2.39
Technical Office	1.84
General Office	3.01
Utilities and Communication	32.74
Recreation	.20
Hotels	3.44
Parking Lots	17.67
Vacant Land	2.55
Warehousing and Trucking	5.49

*Ratio of 1.00 or more means land use pays more in taxes than in costs the City of Cambridge in municipal services.

Source: *Cost Revenue Study — Part I, Direct City Services Costs and Revenue by Function*, Cambridge Community Development, Table VI, Pg. 24.

Table 7: Alewife Industrial Area Land Use Study

Alewife Area					City of Cambridge				
Type of Land Use	Building Floor Area	Site Area in Acres	F.A.R.	Percent of Total Area	Type of Land Use	Building Floor Area	Site Area in Acres	F.A.R.	Percent of Total Area
Service Retail	607,885	45.07	.31	11%	Service Retail	3,932,000	137.2	.66	11.5%
Office R & D	1,001,280	26.58	.87	8%	Office R & D	8,727,500	280.6	.71	23%
Industrial Warehousing	2,118,300	133.01	.37	11.8%	Industrial Warehousing	13,286,200	359.6	.85	29.6%
Hotel	156,000	4.9	.73	1.5%	Hotel	822,800	8.0	2.36	.6%
Institutional Government	232,500	5.18	1.03	1.6%	Institutional Government	7,321,200	251.2	.67	20.7%
Transportation Communication Utilities	—	103.71	—	32.7%	Transportation Communication Utilities	—	171.2	—	11.5%
Totals	4,118,965	318.18	—	100	Totals	34,092,700	1210.8	—	100

Table 8: Forecast of Market Demand — Alewife Station Area 1975-1985

	Datum	Most Likely Range	Upper Limit
Residential¹			
Single Family ²	75 units	0- 200 units	300 units
Multi-Family ³	900 units	600-1,800 units ⁴	3,000 units
Total	975 units	600-2,000 units	3,300 units
Office	300,000 S.F.	100,000-500,000 S.F.	700,000 S.F.
Retail			
Convenience	40,000 S.F.	15,000-40,000 S.F.	60,000 S.F.
Shoppers	120,000 S.F.	30,000-500,000 S.F.	500,000 S.F.
Total	160,000 S.F.	45,000-540,000 S.F.	560,000 S.F.
Hotel/Motel	300 rooms	200-400 rooms	500 rooms
Industrial	20 acres	0-50 acres	50 acres

¹Market Rate units only; does not include potential to construct below-market units.

²Includes one and two family structures, detached and attached units.

³Includes three or more units per structure.

⁴The high end of this range will likely be achieved only if public policy encourages this type of development and if development sites become available.

Source: *Red Line NW Market Demand Study — Summary Report*, Gladstone Associates, Table 3, pg. 7.

Table 9: Preliminary Forecast of Net Increase in Alewife Auto Usage as a result of Proposed New Development¹

Area	Daily Trips (both ways)	AM Peak Hr. In	PM Peak Hr. Out	AM Peak Hr. In	PM Peak Hr. Out
W. R. Grace	11,500	680	230	375	650
Triangle	23,900	1810	520	820	1720
Quadrangle	12,500	2040	400	200	1580
Total	47,900	4530	1150	1395	3950

1. Net increase refers only to total trips resulting from development minus trips occurring today from land uses which will be displaced over time if new development occurs.

Note: These are not forecasts of total future Alewife traffic nor are increases forecasted here additive to existing Alewife traffic volumes. Comprehensive traffic forecast and assignment studies must be completed in order to identify accurately future Alewife traffic volumes, and assignment to particular roadways.

Source: Cambridge Community Development Transportation Planning Section.

Table 10: Alewife Land Ownership by Parcel See Figure 48, page 13.

Parcel	Sq. Ft.	Acres	Parcel	Sq. Ft.	Acres
1. Humble Oil Refining Co.*	73,180	1.68	46. Spinelli	98,171	2.26
2. Martignetti*	283,300	6.50	47. Cooperative Reserve Supply, Inc.	92,622	2.13
3. A. D. Little*	1,086,289	24.93	48. Cooperative Reserve Supply, Inc.	82,500	1.90
4. Steele Basket Company	37,500	.86	49. Sands, Taylor, & Woods Co.	71,940	1.65
5. Concord Turnpike Realty Trust	50,000	1.15	50. Anderson & McQuaid	23,106	.53
6. William Bulton	57,960	1.33	51. Rex Lumber Company	130,987	3.01
7. A. D. Little*	261,435	6.00	52. Tenva Realty Corp.	59,334	1.36
8. Dodge Realty Trust	120,115	2.76	53. Stic Clip Manufacturing Co., Inc.	53,600	1.23
9. Jeanette & Marcia Yanofsky	107,158	2.46	54. Wilson Realty Trust	309,901	7.04
10. Peter A. Prasse & Co., Inc.	152,628	3.50	55. Arthur & Paul Arakelian Co.	29,784	.68
11. Bethlehem Steel Company	148,104	3.40	56. Francis H. Curtin Insurance Co.	25,000	.57
12. West End Iron Works*	681,729	15.65	57. Angel & Richard Parseghian	12,000	.27
13. John T. Spinelli	82,576	1.90	58. John T. Spinelli	45,526	1.05
14. Moore Investment Trust	143,717	3.30	59. Carl Heinrich Corp.	14,864	.34
15. Jack Katz	43,236	.99	60. Affiliate Realty Trust	36,847	.85
16. John D. Lyons, Inc.	33,867	.77	61. John T. Spinelli	38,081	.87
17. Martin, Quinley, Orchard	16,172	.33	62. Alice Arakelian	19,500	.48
18. M.B.T.A.	340,000	7.80	63. Del Realty Trust*	37,196	.85
19. Lehigh Trust	93,890	2.15	64. Concord Realty Trust*	73,035	1.68
20. W. R. Grace*	1,119,711	25.70	65. Comstock & Westcott, Inc.	73,371	1.68
21. Fresh Pond Shopping Center	706,709	16.22	66. William & Eleanor Wagner	21,400	.49
22. County Seat Cafe, Inc.	68,907	1.58	67. Sancta Maria Hospital*	14,200	.33
23. Mary O'Donnell	26,206	.60	68. Sancta Maria Hospital	225,828	5.18
24. A. Tramontazzi	26,456	.61	69. Spintone Realty Trust	23,213	.53
25. J. & V. Adamian	72,800	1.67	70. City of Cambridge	100,000	2.38
26. R. & L. Gargill	48,750	1.12	71. The Fairbanks Company	38,699	.88
27. Cambridge Redevelopment Authority	55,750	1.28	72. John T. Spinelli	72,506	1.65
28. John A. White	152,178	3.49	73. John T. Spinelli	21,756	.50
29. Robert M. Malloy	20,382	.47	74. Horn Bros., Inc.	72,358	1.66
30. Robert A. Jones & George Najarian	29,400	.67	75. Cambridge Electric Light Co.	17,000	.39
31. Tropical Banana Co., Inc.	20,853	.48	76. A. O. Wilson*	37,200	.85
32. Pondview Realty Trust*	59,815	1.37	77. Trabino, Giovanni, Conniff*	20,694	.48
33. Anna T. Tucker	366,374	8.41	78. Wilson Cambridge Realty Trust	60,033	1.38
34. Abt Assoc., Inc.	120,362	2.76	79. Spinelli	18,981	.44
35. M. E. Baker Co.	79,200	1.82	80. SISA	33,600	.77
36. Ruby & Richard Fawcett	47,863	1.08	81. John T. Spinelli	53,100	1.22
37. Fantasia Land Corp.	110,316	2.53	82. Yellow Properties, Inc.*	257,969	5.92
38. Robert Gair Company	213,093	4.89	83. Achorn Steel Co.	53,567	1.23
39. Julia Wasserman	20,523	.47	84. James Farina Corp.	149,514	3.42
40. Pennsylvania Mutual Life	51,520	1.18	85. Tenva Realty Corp.	40,961	.94
41. Realtech Corp.	76,500	1.76	86. Benjamin B. Goodman*	60,000	1.33
42. Senpek Realty Corp.	54,400	1.25	87. Wilson Cambridge Realty Trust*	48,732	1.12
43. Realtech Corp.*	214,488	4.93	88. Harvard College*	296,459	6.88
44. Harper & Shuman	34,268	.79	89. Anderson & McQuaid*	50,056	1.15
45. Moulton Realty, Inc.	92,370	2.11	90. Charles J. Maliandy*	50,036	1.15
			91. Israel & Dora Ratner Trust	48,015	1.10
			92. Salem Realty Trust	93,932	2.15

*Parcels containing large vacant areas ready for development

Source: Tax Assessors Records — 1978

Table 11: Jobs/Acre of Alewife Land Use

Land Use	Sub-Area				Total Study Area
	ADL	Triangle	Quadrangle	Fresh Pond	
Hotel	21.7			27.5	23.7
Heavy Industry		16.9	23.0		19.4
Light Industry		30.9	7.8		6.2
Institutional/ Government					—
Open Space/ Recreation				9.0	9.0
Research & Develop/Off.	123.4	50.5	87.5		92.6
Retail			14.4	27.4	23.9
Residential: 1 — 3 units					—
Residential: Apartments					—
Service	11.5	33.7	65.3	24.6	42.9
Transp./ Utilities/ Constr.					—
Vacant					—
Wholesale/ Warehouse		6.9	10.4		8.4
Total	26.5	11.4	16.3	8.0	13.9

Source: 1976 Alewife Employer's Survey.

Illustration Credits

- Aerial Photograph: Aerial Photos of New England
- 1-9. Stephen Wheeler, photograph
 - 10. Cambridge Community Development
 - 11. Stephen Wheeler, photograph
 - 12-13. Cambridge Community Development
 - 14. Stephen Wheeler, photograph
 - 15-16. Cambridge Community Development
 - 17. Norman Abend, Traffic Consultant
 - 18-24. Cambridge Community Development
 - 25-28. Cambridge Historical Commission
 - 29. Cambridge Planning Board, Cambridge Historical Commission Collection
 - 30-41. Cambridge Community Development
 - 42. Stephen Wheeler, photograph
 - 43-44. Cambridge Community Development
 - 45. Photograph: Steve Rosenthal; architect: Wallace, Floyd, Ellenzweig and Moore, Inc.; courtesy: MBTA
 - 46. Architect: Wallace, Floyd, Ellenzweig and Moore, Inc.; courtesy: MBTA
 - 47-49. Cambridge Community Development
 - 50. Rendering: Daniel Raih
 - 51-52. Stephen Wheeler, photographs
 - 53. Rendering: Alan Ward
 - 54-55. Cambridge Community Development
 - 56. Alan Ward, photograph
 - 57. Stephen Wheeler, photograph
 - 58-59. Cambridge Community Development
 - 60. Cambridge Community Development interpretation of the Carol R. Johnson and Associates' Master Plan for the City Dump Site
 - 61. Cambridge Community Development
 - 62. Rendering: Daniel Raih
 - 63-66. Cambridge Community Development
 - 67. Everett and La Barbara Fly, photograph
 - 68. Rendering: Daniel Raih
 - 69-72. Cambridge Community Development
 - 73-74. Renderings: Bruce Hendler
 - 75-76. Cambridge Community Development
 - 77. Rendering: Joan Levy
 - 78-79. Cambridge Community Development
 - 80-85. Stephen Wheeler, photographs
 - 86-89. Cambridge Community Development

